



National Academy of Public Administration
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September 1, 1988

To: Executive Director, INR

From: Project Director *D.W.*
NAPA Study of *Intelligence* Personnel Systems

Subject: Data request

As discussed at the ICS meeting on the September 1 report, in the final report we are planning to discuss INR personnel and compensation matters in a manner which is more comparable to the discussion of the other agencies in the community. The September 1988 interim report to Congress notes that the focus of NAPA's work at the Department of State/INR will be on the extent to which this unit has the personnel authorities necessary to accomplish its mission.

While it does not appear that we will need the same level of information provided by the other agencies in their responses to our May agency information requests, after reviewing the information previously provided by INR, we find that additional information is needed.

Outlined below is the information required to prepare a briefing paper for the panel's September 30 meeting. In some cases we are asking for information we do not have; in other cases we are asking that information previously obtained from a variety of sources be verified by INR. In accord with our previous practice it is planned to provide INR an opportunity to review the briefing paper before it is distributed to the panel.

1. Changing Authorization Levels

INR staffing levels from 1960 through the end of fiscal year 1987. Provide authorized staffing in the budget; FTE authorized by the Department; and end of year employment. If possible, please break out the data by CS and FS.

2. Meeting Staffing Needs

a. It is our understanding that of the critical occupations -- computer science, engineering, mathematics, foreign languages -- identified in the conference report for the FY 88 authorization act, INR only utilizes linguists. Please verify.



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b. If this is correct, please describe any recruiting/retention problems for linguists. If INR uses other of the listed skills, please provide this information on these positions as well.

c. Identify INR's five most critical skill occupations. Describe successes/difficulties in recruiting people with these skills.

d. How often does INR use Schedule B hiring authority, for what kinds of positions, and how helpful is it in meeting staffing needs?

e. It is our understanding that INR recruits at the full professional level rather than at the entrance levels, and the primary source of new professional staff are the other intelligence agencies. Also, we understand that INR has no difficulty recruiting for any of its civil service positions. Please verify, correct, or more fully explain, as appropriate.

3. Retaining Staff

a. Provide attrition data for Civil Service staff (as an attrition rate) for fiscal years 1982 - 1987, including reasons staff left.

b. How many staff have left INR for positions within other intelligence agencies since 1982?

c. What work has been done to document complexity/unique nature of those analyst positions which INR would like to upgrade to GS-15?

4. Staff Reassignments

a. Describe efforts to counsel or reassign staff who are not performing at full potential.

b. We have received contradictory information as to whether INR is considered a low stress or high stress assignment. What is your assessment and what are the implications of that situation for personnel management in INR?



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5. Impact of Personnel Security on Recruiting

- a. Our information is that it requires 9-12 months to obtain a security clearance for INR staff. How long does it take to complete the security clearance process for new hires; for those whose clearances are being upgraded to permit access to SCI?
- b. What impact does this length of time have on recruitment?
- c. Provide copies of appropriate portions of personnel or procedures manuals pertaining to security clearance investigations.
- d. Number of staff who were involuntarily removed for security related reasons from fiscal years 1985 - 1987.
- e. Please describe agency policies on assessing the level/type of classified information removed staff have, and whether there is a risk that removed staff will act against the national security interest.
- f. Do you have any examples of alternatives other than removal -- for those employees deemed a security risk if separated -- and the extent to which INR uses these alternatives?
- g. What is the role of State Department outplacement program in this process?

6. Training Staff

- a. For Foreign Service and Civil Service staff, provide for fiscal year 1987:

Number of internal enrollments
Number of external enrollments
Average days of internal training per employee
Average days of external training per employee
External training expenditures per employee
Total External training expenditures

- b. Provide data on the extent to which INR staff attend training sponsored by other intelligence agencies, and whether this is done on a reimbursable or nonreimbursable basis.



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- c. Provide a brief description of internal courses INR staff attend. (State Department training literature would be fine.)
- d. What is INR's assessment of the level and quality of internal training its staff receive?
- e. What planning, within INR or at the Department level, is being made to prepare the INR workforce and the department/bureau training/career development efforts for the future?
- f. Describe the INR career development policies and activities, including designated career paths for Civil Service employees.

If, in developing this data, you think of related information which would assist the NAPA panel, you are welcome to provide it. We would like to receive this information no later than September 16. If you would like to submit it in component sections, that would be fine.